

# **EXECUTIVE FSD GUIDE: A TOOL FOR DEVELOPMENT**

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**Transportation  
Security  
Administration**



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# INTRODUCTION

LEADERSHIP   PARTNERSHIP   FRIENDSHIP



# Introduction

## TSA Key Principles

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This guide has been created to provide current or potential Executive FSDs at TSA with a self-development tool to strengthen their competencies in their current role and to assist them in their overall career development. It incorporates three key principles, leadership partnership and friendship, which guide the activities of TSA's senior leaders and are critical to building consensus among all transportation providers.

### Leadership

The first key principle is leadership - leading people, leading the development and deployment of technology to more effectively use our resources, and leading change. Leaders empower, encourage and praise their subordinates – giving them the confidence to do great things. They appropriately select, develop, utilize, appraise and reward staff. Innovative leaders use efficient and cost-effective approaches to integrate technology into the workplace and improve program effectiveness. They also have the vision to be able to clearly explain the big picture rationale behind new/changing policies or procedures and energize staff by explaining how their changing roles and responsibilities contribute to the achievement of TSA's mission.

### Partnership

TSA leaders create a spirit of partnership by building and maintaining effective relationships with all stakeholders that are involved in the protection, operation and use of the Transportation Sector. They spend time developing a multitude of sources of security information and getting to know key players/stakeholders in local airport, law enforcement and political arenas. These partnerships create capabilities where the sum is greater than the parts. We are all on the same team working toward the same goals.

### Friendship

TSA leaders build a foundation of "Trust and Confidence" with the American people and their representatives in Congress through respecting individual privacy and performing TSA's mission with a high level of customer service. Leaders ensure that systems, processes and practices are effectively established and implemented to respect and protect the privacy of individuals affected by TSA's transportation security activities. TSA leaders care about others – our stakeholders, our customers and the American public. They develop a level of friendship that reinforces the notion that as "friends" we are all engaged in a common struggle to protect America against terrorism.

## Introduction (cont'd)

### Organization of the Guide

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The Guide first presents an Executive FSD Summary Profile, which lists the major responsibilities and competencies associated with the position. It then presents a more detailed description of each of the responsibilities. Next, it lists broad-based development activities which will help people develop the experience and capabilities needed for the position. Finally, it provides suggested developmental resources and activities for each of the 27 General and 7 Technical Competencies.





# SUMMARY EXECUTIVE FSD PROFILE



## Summary Executive FSD Profile

### Major Responsibilities

1. Ensuring Overall Security of Airport
2. Analyzing and Addressing Security Threats
3. Forecasting and Planning for Operational Changes
4. Providing Regulatory Oversight of All U.S. Air Transportation Facilities and Operations
5. Providing Strong Leadership to TSA Employee Population
6. Building and Managing Stakeholder Relationships
7. Managing Finance and Budgets
8. Managing and Coordinating Direct Staff
9. Maintaining Quality Customer Service for Airlines, Passengers
10. Overseeing Management of TSA Facilities & Equipment Resources
11. Leading Establishment of High Performance TSA Culture
12. Recruiting and Hiring Staff
13. Implementing TSA Policies and Procedures
14. Ensuring Organized Training of Screening Staff
15. Working with TSA Headquarters

### General Executive Competencies

- |                               |                           |
|-------------------------------|---------------------------|
| 1. Accountability             | 15. Leveraging Diversity  |
| 2. Conflict Management        | 16. Oral Communication    |
| 3. Continual Learning         | 17. Partnering            |
| 4. Creativity and Innovation  | 18. Political Savvy       |
| 5. Customer Service           | 19. Problem Solving       |
| 6. Decisiveness               | 20. Resilience            |
| 7. Entrepreneurship           | 21. Service Motivation    |
| 8. External Awareness         | 22. Strategic Thinking    |
| 9. Financial Management       | 23. Team Building         |
| 10. Flexibility               | 24. Technical Credibility |
| 11. Human Resource Management | 25. Technology Management |
| 12. Influencing/Negotiating   | 26. Vision                |
| 13. Integrity/Honesty         | 27. Written Communication |
| 14. Interpersonal Skills      |                           |

### Technical Competencies

- |  |   |
|--|---|
| 1. Operations Management   | 5. Security Directives and Regulations        |
| 2. Respecting Privacy and Preserving Freedoms                      | 6. Security Equipment Knowledge               |
| 3. Safety Policies and Procedures                                  | 7. Security Screening Policies and Procedures |
| 4. Security Components and Programs in DHS and Other Organizations |   |





# MAJOR RESPONSIBILITIES



# Major Responsibilities

## 1. Ensuring Overall Aviation Security

- a) Identifying and addressing security needs and weaknesses at all airports
- b) Ensuring security at all passenger and baggage checkpoints, airport access points and key areas beyond perimeter of airport
- c) Building and maintaining processes for ensuring airport security
- d) Meeting regularly with airport managers and security directors to discuss security needs and issues
- e) Communicating and coordinating with outside authorities on security of key areas beyond the perimeter of the airport
- f) Developing coordinated command and control systems with emergency response agencies
- g) Coordinating law enforcement activity in support of aviation security

## 2. Analyzing and Addressing Security Threats

- a) Analyzing security needs and threats and developing strategies for addressing them
- b) Mobilizing problem solving efforts to address identified security threats
- c) Building systems to take information from intelligence organizations and apply it to local airport security
- d) Conducting comprehensive analysis of security threats and vulnerabilities in and around airport
- e) Directing regulatory agents to test potential security threats and weaknesses
- f) Proactively seeking out intelligence from sources other than TSA/DHS

## 3. Forecasting and Planning for Operational Changes

- a) Anticipating changes in TSA operational systems and processes and taking steps to prepare for their implementation
- b) Anticipating upcoming events or situations that will impact airport security operations and planning how to address them
- c) Translating intelligence about security threats into contingency plans for handling them
- d) Working with airport and airline managers to identify upcoming changes in demand for passenger and baggage security screening and ensuring staff are planning how to handle them

## 4. Providing Regulatory Oversight of All U.S. Air Transportation Facilities and Operations

- a) Ensuring airports, airlines (foreign and domestic), air cargo carriers and indirect air carriers comply with security directives and regulations
- b) Conducting stakeholder meetings with all regulated parties to discuss regulatory changes and/or educate them on current aviation threats
- c) Administering appropriate compliance and enforcement actions with the goal of discovering and correcting deficiencies and vulnerabilities in aviation security

## Major Responsibilities (cont'd)

### 5. Providing Strong Leadership to TSA Employee Population

- a) Providing clear vision and direction to employees at all levels
- b) Identifying and resolving Human Resources/personnel issues and problems that affect employee motivation and morale
- c) Recognizing and rewarding individual and team accomplishments on the job
- d) Spending time talking and listening to screening employees at passenger and baggage checkpoints ("managing by walking around")
- e) Communicating changes in TSA policies, organization, or operational procedures in ways that explain rationale and gain employee buy-in and support
- f) Communicating regularly and frequently with employees through meetings, newsletters, and/or e-mail
- g) Ensuring that performance and disciplinary problems are constructively resolved in a timely fashion
- h) Establishing mentoring programs with clear pathways toward self improvement

### 6. Building and Managing Stakeholder Relationships

- a) Building positive working relationships with key stakeholders inside airport (e.g., airport management, airlines, concessionaires)
- b) Collaborating with airlines to identify and resolve issues that impact efficient passenger flow and customer service while maintaining security standards
- c) Building positive relationships with key stakeholders outside airport
- d) Describing TSA security mission and obtaining support, collaborative involvement and on-going partnership
- e) Conducting regularly scheduled security meetings with key stakeholders
- f) Conducting group and/or one-on-one meetings with airport managers and airline station managers
- g) Participating in airport activities that underscore teambuilding benefits necessary to support TSA programs and mission

### 7. Managing Finance and Budgets

- a) Managing local TSA operations to budget provided by TSA
- b) Managing budget and contractual issues
- c) Developing budget estimates for cost of delivering required/needed level of airport security
- d) Identifying most cost efficient solutions



## Major Responsibilities (cont'd)

### 8. Managing and Coordinating Direct Staff

- a) Delegating authority for major areas of TSA operations to direct staff
- b) Conducting regular meetings with direct staff to review status of operations and address key issues and problems
- c) Ensuring frequent communication and collaboration among direct staff to identify and address emerging issues and problems as they occur
- d) Coaching and developing direct reports to build their capabilities for current and future jobs
- e) Directly supervising AFSDs for Screening, Regulatory, Operations and Law Enforcement
- f) Team building with FSD staff direct reports

### 9. Maintaining Quality Customer Service for Airlines, Passengers

- a) Ensuring that airport security is provided with a high level of customer service and efficiency and that TSA is recognized as a trusted friend of the traveling public
- b) Developing feedback mechanisms to determine effectiveness in providing airport security and customer service
- c) Responding to passenger complaints and compliments
- d) Communicating passenger feedback (both complaints and compliments) to screeners

### 10. Overseeing Management of TSA Facilities & Equipment Resources

- a) Maintaining office, training, and break room space in coordination with airport, airlines or other sources
- b) Ensuring proper maintenance and documentation of TSA security screening equipment
- c) Designing and implementing passenger and baggage checkpoint areas for efficient screening
- d) Obtaining sufficient levels of equipment resources from TSA, airport, airlines and/or other sources
- e) Managing implementation of new security technology

### 11. Leading Establishment of High Performance TSA Culture

- a) Establishing client-based, problem-solving organizational culture while staying focused on aviation security
- b) Applying best practices from government and private sector organizations to TSA operations
- c) Ensuring and supporting employee flexibility to quickly adapt to organizational and procedural change
- d) Modeling and facilitating cooperation across airports and functional boundaries in order to ensure successful implementation of TSA's overall U.S. air transportation security mission

### 12. Recruiting and Hiring Staff

- a) Recruiting and hiring non-screening staff directly
- b) Coordinating with TSA Headquarters for hiring of screeners and aviation security inspectors
- c) Hiring people with strong capabilities so that authority and responsibility can be delegated

## Major Responsibilities (cont'd)

### 13. Implementing TSA Policies and Procedures

- a) Communicating information and changes from TSA Headquarters
- b) Adapting TSA policies and directives into effective processes for local implementation

### 14. Ensuring Organized Training of Screening Staff

- a) Ensuring implementation of TSA mandates for training
- b) Anticipating and preparing for training on new screening technologies and procedures (e.g., in-line system)
- c) Developing local training initiatives and programs targeted/tailored to the performance improvement and development needs of employees
- d) Validating training through local testing

### 15. Working with TSA/BTS/DHS Headquarters

- a) Influencing and negotiating with Headquarters' specialists and executives to obtain resources or clarification of policies or procedures
- b) Recommending policies and procedures for addressing emerging or unforeseen security risks and policy gaps
- c) Reviewing draft policy from TSA Headquarters and providing input
- d) Reporting information on TSA policy/procedure implementation, performance, resources, and issues to Area Directors
- e) Coordinating with Maritime & Land as appropriate



# BROAD-BASED DEVELOPMENT ASSIGNMENTS AND ACTIVITIES



# Broad-based Development Assignments and Activities

During interviews with current Executive FSDs and their supervisors, the assignments and activities listed in this section were described as being good foundational experience for persons aspiring to become an Executive FSD. These activities are not listed in preferential order. Persons completing these kinds of experiences will broaden their skill base, however, successful completion of such assignments does not automatically guarantee selection for higher level positions. Selection criteria are established by TSA Human Resources policy and will be listed in vacancy announcements.

## 1. TSA Field Assignments

- a) Shadowing Executive FSDs or Executive Deputy FSDs
- b) Working as Acting Executive FSD or Acting Non-Executive FSD when incumbent is on leave
- c) Working as Acting AFSD – Screening, Regulatory or Operations
- d) Temporary details in key positions at large, busy airports
- e) Moving from lower level positions (e.g., Screening Manager) in large airports to higher level positions (e.g., AFSD-Screening; FSD) at smaller airports
- f) Assignment to a position dedicated for development purposes, which enables temporary rotations into other key functional areas (e.g., regulatory, operations, stakeholder liaison, Human Resources, training)
- g) Shadowing TSA Field employees (e.g., passenger and baggage screeners, Lead Screener, Screening Supervisor, Screening Managers, AFSD-Screening, AFSD-Regulatory, AFSD-Operations, Stakeholder Liaison, Scheduling Operations Officer)
- h) Working as an Executive Assistant to the FSD (go to all meetings, see the stakeholder relationship building; understand need for partnering; observe value and style of working with Headquarters; write e-mails; distill policy documents into summaries for FSD; etc.)

## 2. TSA Headquarters Assignments

- a) Rotational assignments (90 days or less) or permanent job placements in Headquarters' functions, such as Aviation Operations, Intelligence, Policy, Legislative Affairs, Human Resources, Public Affairs, CFO, and Chief Operating Officer
- b) Shadowing key Headquarters' executives to understand the issues and stakeholders with which they are dealing
- c) Taking volunteer assignments in Internal Affairs and Program Review (IA) to gain a basic understanding of how security systems are tested by IA, to assist IA in the testing process, and to assist in strengthening security systems at airport upon return
- d) Working in Training function (WPT) in the Quality Assurance program and/or TSA Approved Instructor program (TAI) to learn how to train employees and to improve performance
- e) Temporary assignments in Operational Integration and Deployment functions with CTO
- f) Working in Dispute Resolution area to develop mediation and alternative dispute resolution skills
- g) Working in the Transportation Security Command Center, Aviation Regulatory Inspection Program Office, TSA's Canine Program
- h) Working in TSA's law enforcement-related activities (e.g., Federal Flight Deck Officer Program)

## Broad-based Development Assignments and Activities (cont'd)

### 3. Temporary Assignments Outside TSA

- a) Details to other parts of DHS, such as Immigration and Customs Enforcement, Customs and Border Protection, and Port Security Director
- b) Shadowing or working in air carrier roles that impact, or are impacted by, TSA security operations: airport check-in counter, baggage handling, flight scheduling, customer service, etc.
- c) Rotational assignments for 2-3 months with stakeholder organizations such as American Association of Airport Executives and/or Air Transport Association
- d) Volunteer experiences that have developmental dimensions to them (e.g., learning new skills/knowledge, managing a volunteer organization)
- e) Developmental assignments to private sector managerial positions relevant to Executive FSD position (e.g., Factory Manager)
- f) Shadowing key stakeholders ("Day in the Life") to understand their realities and the issues they have to deal with (e.g., airport manager, airline station managers, ground security manager, customer service managers)

### 4. Task Forces and Special Projects

- a) Leading Headquarters' projects to address emerging airport security issues or threats, organizational issues, regulatory strategies, etc.
- b) Participation in cross-functional task forces and problem-solving teams (within and across regional areas)

### 5. Training, Conferences, and Meetings

- a) Participating in Executive Leadership training programs
- b) Being mentored by an Executive FSD
- c) Attending conferences or meetings with FSDs to discuss common issues/problems and share best practices
- d) Attending joint meetings organized by TSA and ATA to share best practices in aviation operations and security and to problem-solve how to address emerging aviation security issues
- e) Participation in Speakers Bureau to practice public speaking and develop presentation skills
- f) Participating in AAAE conferences for airport managers
- g) Learning about security and computer technology through training from TSA's CTO organization
- h) Participating in AAAE courses on airport finance and administration, such as the Airport Specialist Operations School program
- i) Learning about law enforcement through training or exposure

## Broad-based Development Assignments and Activities (cont'd)

### 6. On-the-Job Development Activities

- a) Dealing with security and other types of crises
- b) Managing implementation of new screening systems or procedures
- c) Managing TSA finances and budgets at the local level
- d) Managing hiring process for screening and support staff
- e) Planning FTEs needed for different times of year (e.g., Thanksgiving, Christmas)
- f) Reconfiguring the design of passenger/baggage screening processes
- g) Dealing with equipment maintenance and repair
- h) Scheduling screeners
- i) Training airline personnel in new security systems or procedures
- j) Doing media interviews and press conferences
- k) Leading meetings and conferences
- l) Preparing written reports for staff projects







# GENERAL COMPETENCIES AND DEVELOPMENT ACTIVITIES



# Accountability

## Definition:

Assures that effective controls are developed and maintained to ensure the integrity of the organization. Holds self and others accountable for rules and responsibilities. Can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans, focuses on results and measuring attainment of outcomes.

## Core Behaviors as Practiced in TSA

- a) Holds managers accountable for leading effectively. Mentors key managers whose leadership style is having a significant impact on employee motivation and performance. Removes, if appropriate, those who do not respond to progressive efforts to improve their effectiveness
- b) Publicly supports and takes personal responsibility for implementing TSA process/procedure changes and management decisions
- c) Takes ownership for resolving problems rather than allowing them to persist or simply pointing them out to others
- d) Sets challenging performance goals and holds self and others accountable for achieving them
- e) Establishes performance metrics (e.g., Measures of Effectiveness) that focus employees on accomplishing priority goals and objectives
- f) Develops and utilizes metrics to measure effectiveness of screening performance throughout airport

## Online Learning Center Courses

- Achieving Success Without Authority: Personal Accountability (TSA-GEN- PERSACCOUNT-0001)
- Goal Setting: Reaching Individual Goals (TSA-GEN-GOALINDIV-0001)
- Goal Setting: Goal Setting Tools for Managers (TSA-GEN-GOALMGRS-0001)

## Other Development Activities

- Volunteer to take responsibility for developing solutions to challenging/difficult problems or issues within local TSA organization.
- Set challenging performance goals for own area of responsibility and establish measures for determining success in accomplishing them.

## Accountability (cont'd)

### Other Development Activities (cont'd)

- Volunteer to take responsibility for developing plans for implementing new TSA policies or procedures.
- Solicit ideas from others to more effectively achieve important goals.
- Work with your team to discuss and agree on measurement and evaluation criteria for group goals at the outset of a project.

### Books

#### **Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies**

Paul R. Niven, John Wiley & Sons, June, 2003. ISBN: 0471423289

Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies identifies the opportunities—and helps eliminate the obstacles—of bringing the popular and proven Balanced Scorecard approach to public and nonprofit organizations. The author shows you how to translate today's leading results-based management methodology to these vital sectors, and effect a truly transformational change in the way your organization measures, manages, and accomplishes its goals.

#### **Getting Results: Five Absolutes for High Performance**

Clinton O. Longenecker and Jack L. Simonetti, Jossey-Bass, Inc., June, 2001.  
ISBN: 0787953881

Two thousand high-performing managers show readers how to improve their own performance, as well as that of the people for whom they are directly responsible. They show how, by building a model of key practices, what they call the “five absolutes”, managers can elicit high performance and improve results.

#### **Make Success Measurable!: A Mindbook-Workbook for Setting Goals and Taking Action**

Douglas K. Smith, John Wiley & Sons, February, 1999. ISBN: 0471295590

Presents a guide designed to emphasize outcomes as opposed to actions in setting goals. Enables individuals or corporations to avoid activity-based goals that can go on indefinitely, and articulate aggressive outcome-based goals that are specific, measurable, achievable, relevant, and time-bound.

#### **Performance-Based Management: What Every Manager Should Do to Get Results**

Judith Hale, Jossey-Bass/Pfeiffer, October, 2003. ISBN: 787960365

With the help of the tools, techniques, and guidelines covered in this book, you will be able to facilitate the deployment and adoption of major initiatives; assess the worth of an opportunity or problem and recommend an appropriate array or combination of solutions.

## Accountability (cont'd)

### Coaching Suggestions

- Ask staff members to develop compelling visible ways of tracking and publicizing progress against goals on projects and assignments. Encourage them to involve their team in the generation of innovative approaches that will motivate team members to achieve targets and milestones. Ask them to think through what they will do to overcome problems or shortfalls in order to keep the team motivated and identify solution alternatives and action steps to achieve results. Encourage them to plan how they will work and win as a team.
- Ask staff members to identify measurable goals and objectives at the start of any new assignment or project and to describe how and when they will measure progress against them. Ask them to identify what they will do to ensure that they achieve or exceed their measurable targets. Agree on their measurement and evaluation criteria at the onset of their assignment/project.
- Each time colleagues or direct reports take action to meet a short-term objective, ask them to identify a long-term goal to which the action can contribute. Encourage them to maximize the benefits from their activities by always trying to accomplish more than one goal.
- Empower your employees to do more. Review your employees' assignments and duties to see if they would be able to assume more authority or responsibility. Employees who are performing well, especially at tasks they have been performing for a long time, may be ready to assume greater responsibility and decision-making authority. Discuss possibilities with them to determine opportunities that will enable them to learn, gain visibility, and add to the high performance of the organization.
- Have staff members commit to personal accountability at the start of a new assignment or project by agreeing to analyze what happened when issues or problems arise, to identify what they could have done differently to prevent or deal with the issue or problem, and to identify what they will do differently in the future based on their experience in this situation.
- Set the performance expectation that staff members will provide status updates on important projects or deliverables in advance of deadlines. Require advance warning on issues or problems that will impact completion of tasks by agreed upon deadlines. Remind staff that identifying problems or potential delays in schedules ahead of time is considered effective management, while failing to surface them early is not. Also require that staff members propose solutions when raising problems.



# Conflict Management

## Definition:

Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolve conflicts and disagreements in a positive and constructive manner to minimize negative impact.

## Core Behaviors as Practiced in TSA

- a) Develops the skills and competencies for conflict management as described in the Model Workplace Integrated Conflict Management System
- b) Addresses conflicts or problems with stakeholders in a direct and constructive fashion that includes open discussion of issues and development of win-win solutions
- c) Handles employee conflicts calmly, objectively, constructively and fairly in order to resolve them quickly and minimize negative impact on employee morale
- d) Listens to the perspectives of all parties involved in a conflict and makes decisions based on objective analysis of the situation
- e) Diffuses potentially volatile/difficult situations by providing interested parties with opportunities to voice their concerns
- f) Addresses problematic employee performance, behavior or conduct in a timely fashion
- g) Holds employees responsible for overcoming conflicts with each other in order to get the job done

## Online Learning Center Courses

- Team Conflict: Overcoming Conflict with Communication (TSA-GEN-COMMCONFL-0001)
- Team Conflict: Resolving Team Conflict (TSA-LEAD-TEAMCONFLICT-0001)
- Team Conflict: Working in Diverse Teams (TSA-LEAD-DIVERSTEAMS-0001)
- Team Participation: Resolving Conflict in Teams (TSA-GEN-TEAMCONFL-0001)

## Other Development Activities

- Analyze your conflict management style using an assessment instrument (see your human resources staff or training coordinator for ideas on which instrument to use). Find out whether you avoid dealing with conflict, treat the problem superficially, use power, seek compromise, or use confrontation? Learn the characteristics of each style, and how you can adapt your style to different situations.
- Take time to observe conflict resolution processes at work or in community organizations and to analyze the factors that account for successful resolution.

## Conflict Management (cont'd)

### Other Development Activities (cont'd)

- Facilitate a constructive problem solving dialogue with key individuals or groups when there is a conflict. Clarify the consequences of not resolving differences, identify potential opportunities for compromise, and summarize the benefits of reaching a mutual resolution for everyone involved.
- Have someone observe you in a conflict management situation and debrief how you handled it afterwards. Discuss what you were trying to accomplish, what worked well and what you would do differently.

### Books

#### Getting to Yes: Negotiating Agreement Without Giving In

Roger Fisher and William Ury, Penguin USA, December, 1991. ISBN: 0140157352

This book provides practical guidelines for executives offering a concise strategy for coming to mutually acceptable agreements in every sort of conflict.

### Websites

#### Alternative Dispute Resolution / Conflict Management Resource Guide

This site lists a variety of resources (e.g., websites, articles) for handling conflict.

[http://www.headstartinfo.org/infocenter/guides/adr\\_inter.htm](http://www.headstartinfo.org/infocenter/guides/adr_inter.htm)

#### Conflict Resolution Program: Communication Tips

This site provides definitions for conflict management strategies and tips on implementing them.

<http://www.afmtestlab.ars.usda.gov/programs/COOPRES/TIPS/INDEX.HTM>

### Coaching Suggestions

- Assist team members with handling problematic situations or conflicts effectively by helping them see the other point of view and developing mutually beneficial solutions to issues. To the extent possible, allow team members to resolve their own issues to build respect among team members and ownership for the solution. Intercede only when the problem or conflict threatens important business results or customer relationships.
- Empower your employees to deal with on-the-job conflicts by providing them latitude to deal with negotiation or conflict situations. Empower them to think through alternative ways to resolve conflict situations. This will give them a feeling of ownership of the problem.
- Where observation is permissible, have team members observe you or another manager mediate a dispute or conflict. Then hold a debrief, walking through the critical events and outcomes. Staff/team members can learn through exercises in which you and other colleagues take on (role-play) the various roles in a mediation process.



# Continual Learning

## Definition:

Grasps the essence of new information; masters new technical and business knowledge; recognizes own strengths and weaknesses; pursues self-development; seeks feedback from others and opportunities to master new knowledge.

## Core Behaviors as Practiced in TSA

- a) Identifies own strengths and weaknesses and takes steps to develop knowledge or surround self with experts in areas of relative weakness
- b) Maintains up-to-date knowledge of security issues, systems and procedures through reading and contact with experts both inside and outside TSA
- c) Anticipates emerging issues and challenges and takes steps to learn about them
- d) Creates a work environment in which TSA employees are encouraged to keep abreast of emerging issues and are given information and tools to do so
- e) Asks stakeholders to brief him/her on new developments, issues and concerns, as well as provide feedback on how new TSA directives will impact them
- f) Gains access to and takes advantage of formal training

## Online Learning Center Courses

- Career Development: Developing a Career Strategy  
(TSA-GEN-CAREERSTRAT-0001)
- Career Development: Excelling in Your Career  
(TSA-GEN-EXCELCAREER-0001)
- TSA Career Planning Guide  
Linked to Online Learning Center Splash Page
- Self Development: Balancing Your Personal and Professional Life  
(TSA-GEN-BALANCEPERSPROF-0001)
- Self Development: Improving Your Memory  
(TSA-GEN-IMPRVMEMORY-0001)

## Other Development Activities

- Keep a list of resources that you can consult when you are learning new skills on the job. These resources might be technical manuals, web sites, or your colleagues.
- Set learning objectives for yourself or your work group at the beginning of every project or assignment.

## Continual Learning (cont'd)

### Other Development Activities (cont'd)

- Read a variety of periodicals to maintain up-to-date knowledge of the transportation security field, intelligence, current events, organizational leadership, management, and other relevant subjects.
- Identify 2-3 areas for potential learning development and plan an on-going process for building knowledge or skills through reading, training, etc.
- Network with other leaders and managers inside and outside TSA in order to share best practices and learn how they are handling issues and challenges relevant to the Executive FSD positions.
- Analyze your career goals and the kinds of skills and expertise you are still lacking to achieve your goals. Create a list of the things that you want to learn over the next several years. Focus development on these areas.
- Search for, and take advantage of, meaningful training and development workshops being offered in your area and make an effort to attend them.
- Take on additional responsibilities. Get involved in a variety of experiences to maximize your development. For example, volunteer to act for another manager when he/she is out or on leave.

### Books

#### Development First: Strategies for Self-Development

David B. Peterson and Mary Dee Hicks, Personnel Decisions International, August 1996. ISBN: 0938529137

This book deals with practical approaches to individual and team development within the changing corporate environment. Its five concise development strategies enable users to plan and execute their own development in a busy, demanding world. No matter what your job is, you feel pressures to work faster, smarter, and better. To stay competitive, you have to develop new capabilities to do more with less and stay abreast of technology. If you don't continually improve these capabilities, you will fall behind. Development is not optional.

#### Managing Your Own Learning

James R. Davis and Adelaide B. Davis, Berrett-Koehler Publishing, March 2000. ISBN: 1576750671

In today's rapidly changing workplace, learning is more important than ever before. But many people don't understand how learning takes place and how to manage the process. This book shows readers how to analyze their previous learning, design an action plan for future learning, expand their educational opportunities, and use libraries and the Internet effectively in order to become a proactive and perpetual learner.

## Continual Learning (cont'd)

### Coaching Suggestions

- Ask staff to become an expert in an area that is interesting to them, will have increased importance in the next couple years, and will add value to TSA. Ask them to read about it, take courses in it, conduct personal research, and develop original thoughts about it.
- Have development discussions with each of your direct staff. Identify important competency areas for their current job and the Executive FSD job. Ask them to seek feedback about their strengths and weaknesses in these areas from their peers and their direct reports. Use this guide to help them identify appropriate developmental activities and create a Career Plan. Include specific measurements of success.
- Ask staff to research specific issues that you and your TSA employees need to understand better. Have them learn enough about the issue to brief you and others on what they learned. Have them become the resident expert on the issue in your organization.



# Creativity and Innovation

## Definition:

Develops new insights into situations and applies innovative solutions to make organizational improvements; creates a work environment that encourages creative thinking and innovation; designs and implements new or cutting-edge programs/processes.

## Core Behaviors as Practiced in TSA

- a) Creates a climate that encourages and enables employees to develop, propose, and implement new ideas and new ways of doing things as appropriate
- b) Continuously examines the status quo to identify problem areas and opportunities to improve efficiency or security
- c) Appropriately challenges TSA directives that need revision and recommends alternative approaches
- d) Looks beyond own airport(s) for new ideas, best practices and innovative approaches (e.g., from private sector, TSA web boards, conferences)
- e) Responds to problems or obstacles as opportunities to create and implement new or innovative processes, systems or solutions
- f) Exhibits resourcefulness in implementing new TSA directives and Standard Operating Procedures
- g) Promotes calculated risk-taking at all levels

## Online Learning Center Courses

- Creativity and Innovation: Fostering a Creative Environment (TSA-GEN-CREATIVEENVNMT-0001)
- Creativity and Innovation: Increasing Personal Creativity (TSA-GEN-PERSCREATIVITY-0001)
- Creativity and Innovation: Thinking Creatively (TSA-GEN-THINKCREATIVELY-0001)
- Essentials of Management: Creating a Positive Workplace (TSA-LEAD-POSWK-0001)

## Other Development Activities

- Find out about your employees' education, interests, and skills that go beyond their stated job responsibilities and try to leverage them creatively within their present job roles.
- Get out and discuss planned changes one-on-one with your staff. Listen to their concerns and suggestions. Implement those that have merits.
- Mobilize a team to redesign an existing process or system that needs to be improved.

## Creativity and Innovation (cont'd)

### Other Development Activities (cont'd)

- Identify a location/function that could be more efficient or add greater value, and analyze what is problematic, what could be done differently, and who needs to change what they are doing. Ask those who are involved for ideas on what to change and how.
- Take action to build support for promising solutions and/or technology whose value may not be immediately obvious to your organization.
- Talk to your internal and external colleagues about opportunities and suggestions for improvement that they observe within your work group.
- Tour TSA operations in other airports to observe and ask questions about how they complete work processes that are similar to yours.

### Articles

#### Six Surprising Insights About Innovation

Loren Gary, Harvard Management Update, May, 2002. HMU U0205C

Believe it or not, firms in high-profile industries such as telecommunications or biotech don't have a monopoly on creativity. Sometimes, it is the companies operating beyond the media spotlight, in less-than-glamorous sectors, that can teach you a surprising amount about innovation. Here are six insights about innovation that can prompt your team to think in productive new ways.

### Books

#### A Whack on the Side of the Head: How You Can Be More Creative

Roger Von Oech, Warner Books, December, 1998. ISBN: 0446674559

Roger von Oech focuses on how to stimulate creativity, imagination and innovation. In this revised edition, he discusses the ten "mental locks" that stop people from being more creative - and the keys that open them.

#### Cracking Creativity: The Secrets of Creative Genius

Michael Michalko, Ten Speed Press, July, 2001. ISBN: 1580083110

Michalko has researched and analyzed over 100 of history's greatest thinkers-from Leonardo da Vinci to Charles Darwin, Thomas Edison to Walt Disney-to show readers how creative people think and how to put their secrets to use. Packed with practical exercises and strategies for stimulating creativity, this book will change the way you think and open up a world of innovative solutions to challenges that you face every day.

## Creativity and Innovation (cont'd)

### Books (cont'd)

#### **How to Think Like Leonardo Da Vinci: Seven Steps to Genius Every Day**

Michael J. Gelb, Dell, February, 2000. ISBN: 0440508274

Author Michael Gelb describes seven critical principles that can refine the use of intellect and teach the reader the unchanged art of thinking clearly and fulfilling one's potential by incorporating advice and examples from one of history's undisputed geniuses, Leonardo da Vinci.

#### **Innovating With Integrity: How Local Heroes Are Transforming American Government**

Sandford F. Borins, Alan D. Altshuler, Georgetown University Press, October, 1998.  
ISBN: 0878406883

Innovating with Integrity presents a comprehensive portrait of the local heroes— front-line public servants and middle managers—who are reinventing state and local government. The book offers practical recommendations for innovating successfully.

#### **The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance**

James A. Autry, Prima Publishing, September, 2001. ISBN: 0761535357

This book shows you how to remain true to the servant leadership model when handling day-to-day and long-term management situations. You'll learn how to manage with respect and honesty and how to empower employees to achieve new levels of satisfaction. Servant leadership will produce fulfilling emotional, psychological, and spiritual rewards for everyone involved. It will enhance productivity, encourage creativity, and benefit the bottom line.

#### **The Southwest Airlines Way : Using the Power of Relationships to Achieve High Performance**

Jody Hoffer Gittel, McGraw-Hill Trade, December, 2002. ISBN: 0071396837

For managers looking to increase productivity, encourage teamwork among employees, and build a fiercely loyal, dedicated, and innovative workforce, here is one way to go--The Southwest Airlines Way.

### Coaching Suggestions

- Ask for a change proposal from your staff members by having them look around your organization for ideas and then propose changes in work flow, assignments, procedures, standards or other aspects of the work or environment. Ask for justification including the pros and cons.
- Challenge staff members to be more innovative by encouraging them to question how things are done. (What can be better? Why do it this way? What else are others doing?)

## Creativity and Innovation (cont'd)

### Coaching Suggestions (cont'd)

- Avoid telling people exactly what to do and how to do it. Instead, describe the end results you are looking for, and ask them to generate their own ideas for how to approach it. Point them to resources that might help, but have them get back to you with their ideas. Review what they come up with, and if it looks like it will work, let them run with it.
- Encourage and support calculated risk taking when it increases the chance of success without being blind to the problems, obstacles and effort required. If the person can describe how the benefits outweigh the costs of doing so, accept an unusual plan.
- Encourage experimentation. When faced with a tough challenge, ask others to brainstorm options or changes that could succeed where current practice fails. Allow them to try new things. Debrief learning's from experiments with new approaches to identify what was effective and ineffective in achieving change goals.
- Ensure that local TSA managers get to know and evaluate their employees' capabilities so that they can be fully utilized within their jobs and organization.



# Customer Service

## Definition:

Balancing interests of a variety of clients; readily readjusts priorities to respond to pressing and changing client demands. Anticipates and meets the need of clients; achieves quality end products; is committed to continuous improvement of services.

## Core Behaviors as Practiced in TSA

- a) Actively involves airline personnel in collaborative development of baggage and passenger screening solutions that maximize efficiency and customer service without sacrificing security
- b) Responds to passenger and stakeholder concerns in a prompt and courteous manner while remaining firm about security procedures
- c) Asks stakeholders for feedback to identify areas for improvement
- d) Makes decisions that best meet the needs of passengers and stakeholders while ensuring the security of the traveling public
- e) Develops appropriate process improvement plans in response to passenger and stakeholder needs and feedback
- f) Responds with a sense of urgency to passenger and stakeholder problems
- g) Analyzes situations from the passenger and stakeholder perspective to determine the optimal response
- h) Within the parameters of TSA policy and procedures, develops specialized procedures and equipment to address the specialized needs of different types of passengers (e.g., elderly, children, people with disabilities)
- i) Ensures that TSA employees perform their jobs in ways that contribute to TSA being recognized as a trusted friend to the traveling public

## Online Learning Center Courses

- Excellence in Service: Communicating with Your Customers (TSA-CS-COMMCUST-0001)
- Excellence in Service: Fundamentals for Managers (TSA-CS-MGRFUND-0001)
- Excellence in Service: Providing Superior Customer Service (TSA-CS-PROVSUP-0001)
- Excellence in Service: Working with Upset Customers (TSA-CS-UPSETCUST-0001)

## Other Development Activities

- Organize customer service planning sessions with your staff to elicit ideas for how to improve customer service without sacrificing security.

## Customer Service (cont'd)

### Other Development Activities (cont'd)

- Set up reminders to check in with customers even when there are no specific problems or issues.
- Shadow individuals with a reputation for customer satisfaction and observe the ways in which they work with their customers.
- Talk with others to better understand how they have turned around difficult customers (i.e., share success stories).
- Use a variety of contact methods for keeping in contact with and maintaining visibility with the customer.
- Visit other airports where TSA has established a reputation for exceptional customer service.

### Articles

#### Delivering Excellent Service: Lessons from the Best Firms

Robert Ford , Cherrill P. Heaton , Stephen W. Brown, California Management Review, October, 2001. CMR214

Delivering excellent service is a challenge for most organizations. Although many aspire to it, the evidence from customer satisfaction surveys indicates that too few firms are able to deliver service excellence. On the other hand, some organizations consistently deliver excellent service. This article reviews ten lessons these benchmark service organizations have learned and shows how these organizations use them to meet and exceed the ever-rising expectations of their customers. These lessons can be emulated by any organization seeking such excellence.

### Books

#### Best Practices in Customer Service

Ron Zemke, John A. Woods, AMACOM, January, 1999. ISBN: 814470289

A one-stop resource that brings together the wisdom of dozens of customer service experts who explain & demonstrate how to implement the best practices available in customer service.

#### Super Service: Seven Keys to Delivering Great Customer Service...Even When You Don't Feel Like It!...Even When They Don't Deserve It!

Jeff Gee, Valerie Gee, McGraw-Hill Trade, July, 1999. ISBN: 0070248176

In this book, Jeff and Valerie Gee share their straightforward, techniques and guidelines for coping with angry customers, minimizing stress, and making customer service providers feel great about doing their jobs. They discuss a new upbeat approach to front-line customer service, and how people who enjoy their work the most, provide the best customer service.

## Customer Service (cont'd)

### Coaching Suggestions

- Ask staff members what their customers want or will need that your organization does not offer now. Request ideas for changes and improvements, then commit resources to allow the person to make those changes. Stay in touch to support the change.
- Assign staff members the task of talking to internal or external customers to listen to their needs, expectations and ideas for how your team's work group could more effectively meet those needs and expectations. Ask them to prepare an action plan to improve service to those internal or external customers.
- Have staff members debrief situations in which their work group had difficulty meeting customer needs. Have them focus on how the team can prevent a recurrence. Encourage them to follow up with a positive message to the team outlining the key learnings and improvements.
- Introduce staff members to key stakeholders that they would not meet on their own. Have your staff members ask them what their needs are or what's important to them. Then have your staff analyze what they have done that met or exceeded the stakeholders' expectations and needs, as well as identify what else they could do in the future to address them more effectively



# Decisiveness

## Definition:

Exercises good judgment by making sound and well-informed decisions; perceives the impact and implications of decisions; makes effective and timely decisions, even when data are limited or solutions produce unpleasant consequences; is proactive and achievement oriented. Demonstrates confidence in own abilities and decisions. Tackles new or difficult issues and problems in a timely fashion.

## Core Behaviors as Practiced in TSA

- a) Responds calmly and acts decisively when dealing with crises
- b) Exhibits willingness to accept responsibility for the consequences of own decisions
- c) Exhibits courage to make tough personnel and other decisions even when they are unpopular
- d) Expresses confidence in own judgment and decisions when dealing with difficult and/or ambiguous situations
- e) Persists to overcome obstacles and resistance in an effort to achieve important goals and results

## Online Learning Center Courses

- Decision Making & Problem Solving: Decision Making Fundamentals (TSA-GEN-DECISIONMKG-0001)
- Decision Making & Problem Solving: Problem Solving Fundamentals (TSA-GEN-PROBSOLV-0001)

## Other Development Activities

- Seek opportunities to serve in “acting” capacity for higher level positions to gain experience making higher level decisions.
- Observe experienced colleagues or supervisors who are particularly effective at handling challenging situations and people.
- Take responsibility for responding to a difficult person or internal customer.
- Take the initiative to ask others for input on your past performance when having to address difficult situations. Focus on what you could do to handle them more effectively.

## Decisiveness (cont'd)

### Articles

#### Make Better Decisions--Faster

Multiple authors, Harvard Business Review OnPoint, April, 2003. HBR 3361

Crises are facts of life. Some disasters are unavoidable; others, quite preventable--if we systematically anticipate and respond to threats. Crisis-prepared companies suffer fewer disasters and recover more quickly than crisis-prone firms. When the unavoidable strikes, admit you're in trouble. Then contain the crisis by acting decisively and quickly. The three articles in this collection: "Predictable Surprises: The Disasters You Should Have Seen Coming", "Preparing for Evil", and "Managing the Crisis You Tried to Prevent".

### Books

#### Making Better Business Decisions

Steve Williams, Sage Publications, December, 2001. ISBN: 0761924221

This book will help you to analyze options more clearly and creatively; reduce decision time; recognize and focus on priority decisions; and understand why and how others make the decisions they do.

### Coaching Suggestions

- Ask the person to plan how they will deal with people who hold opposing views in a meeting on a specific issue or decision. Have them plan how they will elicit, acknowledge and utilize their views on the issue, and how they will communicate their own ideas candidly in the same situation. Help them build a preference for candor by asking them what their opponents think and how they addressed those concerns.
- Have staff members describe their personal experiences in making tough decisions, emphasizing those elements that they find most difficult to deal with (e.g., the personal toll, weighing the risks). Open the stories up for discussion, so that others can share similar experiences and how they dealt with them. Have them brainstorm ways of handling them more effectively.
- Put your colleague or direct report in a position where he or she has to make a tough decision and be held accountable for it. Many employees fail to develop this competency because they avoid responsibility and push the decision up to their manager or a senior member within their work group. Help think through the issues and options, and provide coaching support, but encourage them to make the actual decision.

# Entrepreneurship

## Definition:

Identifies opportunities to develop and market new products and services within or outside of the organization. Is willing to take risks, initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.

## Core Behaviors as Practiced in TSA

- a) Builds a Model Workplace in his/her airport(s)
- b) Encourages employees at all levels to generate ideas for new procedures and services
- c) Identifies issues that need to be addressed across TSA and proposes solutions for addressing them
- d) Approaches local TSA operation as if he/she “owned the TSA business”
- e) Does whatever it takes to solve problems and get things done
- f) Initiates local programs to address key security issues
- g) Takes initiative to define important issues and problems and plans local initiatives/actions to address them

## Other Development Activities

- Visit other airports where TSA has a reputation for initiating innovative approaches to implementation of the TSA mission and find out what they are and how they’re doing it. Then work out a plan for applying what you’ve learned in your own organization.
- When you take on a new role or move into a part of the TSA organization that is new to you, authorize, implement, or participate in a forum for others to air opinions. What do people see as priorities? What could be improved? What do they fear or oppose? Although you might not want or be able to do all they ask, how can you show you’re listening? Consider e-mail, conference calls, meetings and one-on-one discussions as ways to get people’s input.
- Take the initiative to research issues and problems you are facing in your own airport to see if they are TSA-wide issues. If they are, mobilize an effort to develop and recommend potential solutions to TSA Headquarters.
- Assess your tolerance for risk. Do a self assessment of your vision and goals. Do you play it too safe? Should you be asking more of your people? Leaders underachieve because their vision and goals are less ambitious than they could be. Identify ways that you can “stretch” your goals and your people’s performance.

## Entrepreneurship (cont'd)

### Other Development Activities (cont'd)

- Use multiple approaches to collect new ideas to improve the overall effectiveness of the organization. Get input from direct reports, employees, customers, and stakeholders and evaluate the viability of the ideas and their impact on the organization. Take the top two or three ideas that make sense for the organization and develop a plan for implementation. Champion a culture within the organization that listens to fresh approaches and takes action to implement those that make sense.

### Articles

#### Who's Bringing You Hot Ideas (and How Are You Responding)?

Thomas H. Davenport , Laurence Prusak , and H. James Wilson, Harvard Business Review, February 1, 2003. HBR 0302D

Managerial innovation is an increasingly important source of competitive advantage--especially given the speed with which product innovations are copied--but it doesn't happen automatically. It takes a certain kind of person to welcome new management ideas and usher them into an organization. The authors recently studied 100 such people to find out how they translate new ideas into action in their organizations.

#### The Four Secrets of Successful Idea Practitioners

Theodore Kinni, Harvard Management Update , May 1, 2003. HMU 0305C

It's not enough to get excited about an idea's potential; you have to be able to turn that idea into concrete business results. Many companies rely on idea practitioners (IPs) for their new concepts. Five IPs share how they brought their ideas to life at their companies and how they overcame resistance to those ideas.

### Books

#### The Innovation Equation : Building Creativity and Risk-Taking in Your Organization

Jacqueline Byrd and Paul Lockwood Brown, Jossey-Bass/Pfeiffer, September, 2002. ISBN: 0787962503

The authors show how innovation can help organizations grow and how the lack of innovation can stifle companies. Recognizing that it takes all types of people to have a functioning organization, this book helps individuals, groups and organizations recognize their innovative strengths and weaknesses. Equally important are the stop signs that inhibit organizational growth.



## Entrepreneurship (cont'd)

### Books (cont'd)

#### **The Reinventor's Fieldbook: Tools for Transforming Your Government**

David Osborne and Peter Plastrik, Jossey-Bass, July, 2000. ISBN: 0787943320

This book offers 74 tools and strategies for transforming public institutions. Topics range from budgeting and strategic planning to motivating employees and building an entrepreneurial culture. Case studies from five different countries, checklists and examples are also included.

### Coaching Suggestions

- Stand behind your team when they make decisions, take risks and try new things. Your confidence level will rise with each success they have. If, on the other hand, you find that they are not up to the challenge, coach them to higher performance levels.
- Challenge staff to identify opportunities and recommendations for improvement in all aspects of your operation or organization. Systematically review their ideas and actively support the implementation of ones that are feasible and that will produce measurable improvements. Recognize and reward people for contributing and/or implementing the improvement ideas.
- Encourage and coach the managers and supervisors who work for you to elicit ideas from their employees on how to improve TSA's operational procedures and effectiveness. Support them in the process of evaluating and implementing the ideas and in recognizing the people who contributed or implemented them.
- Arrange for key staff to visit high performing TSA operations of other airports to gather ideas for improving operational and other processes of your airport. Have them prepare a report of what they learned and how it can be applied in your TSA operation.



## External Awareness

### Definition:

Identifies and keeps up-to-date on key national and international policies and economic, political and social trends that affect the organization. Understands near-term and long range plans and determines how to best be positioned to achieve a competitive business advantage in a global economy.

### Core Behaviors as Practiced in TSA

- a) Spends time getting to know key players/stakeholders in local airport, law enforcement and political arenas
- b) Keeps abreast of key issues and developments in local environment that may impact airport security
- c) Keeps up-to-date on relevant best practices in both the public and private sector in order to identify ways to improve TSA operations or leadership
- d) Continually tracks intelligence information and analyzes implications for maintaining security at own airport
- e) Tracks national and international policies and economic and political trends that may affect TSA mission and/or operations
- f) Develops a multitude of sources of security related information beyond DHS, such as local law enforcement and other national sources

### Other Development Activities

- Conduct educational outreach meetings to get to know the key stakeholders in the airport and explain their roles and responsibilities and procedures, in areas other than those in which you typically work.
- Keep abreast of current events especially those that may affect TSA and have implications for Homeland Security.
- Log onto the TSA web site on a regular basis. This site includes information about the TSA budget, history of the agency, as well as background on transportation laws and regulations. The site is regularly updated to include the latest TSA news and information.
- Maintain relationships with individuals in other TSA divisions. Learn from these contacts about TSA activities in which you are not directly involved.
- Read local, regional and national papers to keep track of issues and developments that may impact airport security.
- Review and analyze intelligence information to identify implications for maintaining security at own airport.

## External Awareness (cont'd)

### Websites

#### Transportation Security Administration

Visit this site regularly to remain informed on all of the news and events that impact the TSA.

<http://www.tsa.gov/public/>

#### U.S. Department of Homeland Security

This site provides current and valuable DHS news, issues and alerts. Information on new research and technology is included. Learn about the regulations and procedures affecting other agencies (e.g., marine regulations, cargo security and border management).

<http://www.dhs.gov/dhspublic/>

#### CEOExpress

This portal was created with executives in mind. It provides links to U.S. and global news sites, business magazine sites, everything an executive needs to stay current and informed on events outside of the organization.

<http://ceoexpress.com/default.asp>

### Coaching Suggestions

- Encourage staff to read local, regional and national papers and to log onto the TSA website on regular basis and review intelligence information from DHS and other sources.
- Encourage staff to read international press to identify international trends and developments in international airport security.
- Recommend participation in conferences that focus on issues and developments related to terrorism and security threats.
- Assign staff the task of researching emerging issues and developments that involve or impact airport security and have them present what they learn to the rest of the TSA staff.

# Financial Management

## Definition:

Demonstrates broad understanding of principles of financial management and marketing expertise necessary to ensure appropriate funding levels. Prepares, justifies, and/or administers the budget for the program area; uses cost-benefit thinking to set priorities; monitors expenditures in support of programs and policies. Identifies cost-effective approaches.

## Core Behaviors as Practiced in TSA

- a) Allocates local TSA budget in ways that optimize use of resources to accomplish priority goals and requirements
- b) Identifies and implements innovative ways to leverage available resources to accomplish TSA mission
- c) Leverages local relationships to provide resources to aid in accomplishment of TSA mission
- d) Analyzes cost-benefit and return on investment of different options or initiatives to ensure optimal return on expenditures
- e) Creates systems and procedures for tracking efficient utilization of resources and makes changes as needed to increase cost efficiency
- f) Holds contractors and suppliers accountable for delivering products and services on schedule and within budget
- g) Develops metrics for measuring efficiency and effectiveness of contract performance

## Online Learning Center Courses

- Budgeting: Creating and Analyzing a Budget  
(TSA-FINAN-CREATEBUDGET-0001)

## Other Development Activities

- Develop systems for tracking time and expenditures associated with new projects or initiatives so that you can accurately analyze the real costs of implementing them.
- When planning new initiatives, analyze all the potential costs and benefits associated with the implementation. Stretch yourself to quantify and measure costs and benefits that seem difficult to measure.
- Analyze existing TSA processes from a cost perspective in order to determine how to make them more cost-efficient. Identify all labor and non-labor cost components and analyze how much the existing process costs. Then estimate the cost savings that would be achieved by altering or streamlining the process.

## Financial Management (cont'd)

### Articles

#### Learn to Speak the Language of ROI

John O'Leary, Harvard Management Update, October 1, 2002. HMU 0210C

No one is getting approval to spend money these days unless he or she can demonstrate an economic return for the company. So now, nonfinancial professionals are having to master the mysterious language of return on investment (ROI). Read this expert advice and learn all you need to know about the basics of ROI.

#### Understanding Costs, Business Fundamentals Series

William J. Bruns Jr. , Robert S. Kaplan, et al. Harvard Business School Press, Dec 18, 1998. 9261

This collection of articles introduces managers to the fundamentals of cost accounting and control systems. As part of the Business Fundamentals series, it contains materials used in Harvard Business School's MBA and executive education programs.

### Books

#### Essential Managers: Managing Budgets

Stephen Brookson, DK Publishing, August 1, 2000. ISBN: 0789459698

Learn all you need to know about the budgeting process, from preparing a forecast to monitoring variances and making adjustments. Managing Budgets gives you a clear understanding of the budgeting cycles and explains standard concepts and terms. It shows you how to create a personalized budgeting system, anticipate revenues and estimate expenditures, correct errors, and motivate staff to achieve financial targets. Useful tips help you to handle real-life situations and develop first-class budgeting skills that will dramatically improve efficiency and results.

### Coaching Suggestions

- The notion that your organization can absorb certain costs or afford particular expenses runs counter to the way the most effective entrepreneurs run their businesses. Keep yourself and others focused on productivity and efficiency. Encourage all team members to ask themselves "If this were my money, would I make this expenditure?" Pose the question and adjust project plans and actions accordingly. Give each other recognition for controlling unnecessary costs.
- Assign staff the responsibility for costs of existing TSA processes and identifying concrete ways to reduce costs by streamlining the processes.
- Challenge staff to develop systems for tracking time and expenditures associated with new projects or initiatives.

## Financial Management (cont'd)

### Coaching Suggestions (cont'd)

- Challenge staff with the assignment of developing and presenting a plan for reducing costs within their organization by 10%.





# Flexibility

## Definition:

Is open to change and new information; adapts behavior and work methods in response to new information, changing conditions, or unexpected obstacles. Adjusts rapidly to new situations warranting attention and resolution.

## Core Behaviors as Practiced in TSA

- a) Responds quickly and calmly to crises and redirects resources as needed to address and resolve them
- b) Quickly adapts to changing circumstances, directives, policies or procedures
- c) Hires staff who are good at adapting quickly to change
- d) Establishes systems and procedures for quickly shifting resources to cover changes in passenger and baggage screening load levels
- e) Quickly recognizes changing circumstances and threats

## Online Learning Center Courses

- Managing Change: Managing Yourself Through Change (TSA-GEN-MGSELFCHG-0001)

## Other Development Activities

- Analyze situations where you needed to adapt to change during the past year. Ask yourself how you dealt with those situations. Were you flexible and willing to change, or did you tend to continue to do business as usual?
- Observe or shadow other TSA managers who have a reputation for responding positively and flexibly to operational and/or personnel problems or changes. Discuss with them how they approach these situations.
- Volunteer for a temporary assignment in a work unit that is known to have a "pressure cooker" environment.
- The next time you need to plan a project or implement a new policy, develop multiple contingency plans so you are not locked into any single course of action.
- The next time you face a major policy or procedure change, find a way to access a broad range of ideas. Pose difficult challenges and ask for others thoughts or related experience. Do not assume that only the people you know will know what you need. Borrow aspects of what others suggest to craft a situation specific solution for your needs.
- Focus on achieving "early wins" to demonstrate the viability of change efforts. There is nothing like success to foster momentum and commitment. The early victories can be pilots of the implementation or simply a "proof of concept" that reinforces the benefits of the change. Debrief the "win" with your group to generate "lessons learned".

## Flexibility (cont'd)

### Other Development Activities (cont'd)

- Explain the rationale for change in concrete business terms, including the implications for responsibilities and performance expectations. Do not pass the buck or continually refer to things that are beyond your control. Try to motivate the group to look for the opportunities the change presents as well the less desirable consequences. If most of your energy is around mitigating the downsides of change as opposed to exploiting the positives, your organization will respond in kind.
- Recognize that change is not a one-time proposition. The change you are a part of now will alter again with the advent of new technology, new policies, and new processes. If you are a change leader, you must prepare your staff or colleagues for a culture of continual change where their ability to respond swiftly and flexibly to new challenges will be the key to success. Remember, a healthy and evolving organization will regularly and systematically disrupt your routine, challenge your assumptions and put you in a position where your ability to learn is more important than what you know.

### Articles

#### Change Without Pain

Eric Abrahamson, Harvard Business Review, July 1, 2000 HBR 00401

Drawing on his research over ten years, the author suggests that companies alternate major change initiatives with carefully paced periods of smaller, organic change, using processes he calls tinkering and kludging (kludging is tinkering on a large scale). The result is dynamic stability, which allows change without fatal pain.

#### How to Overcome "Change Fatigue"

Nick Morgan, Harvard Management Update, July 1, 2001. HMU 0107A

Invert what you thought you knew about successful change efforts and begin to focus on quieter, more evolutionary approaches to change that rely on employee motivation. The ideas in this article are based on a panel discussion that took place at the Burning Questions 2001 conference, a gathering of leading practitioners and management experts, sponsored by Harvard Business School Publishing.

## Flexibility (cont'd)

### Books

#### **Managing Transitions: Making the Most of Change**

William Bridge, Perseus Publishing, May, 2003. ISBN: 0738208248

This book explains in detail how successful organizational change takes place when employees have a purpose, a mental picture, a plan for, and a part to play in that change. The author provides step-by-step strategies for reaching change goals. Read about the emotional impact of change and what can be done to keep it from disrupting the entire organization.

#### **Leading at the Edge of Chaos: How to Create the Nimble Organization**

Daryl R. Conner, John Wiley & Sons, September, 1998. ISBN: 0471295574

This book addresses the key question of how to prepare individuals for changes that have yet to occur and that are still unknown. The author's answers are the "nimble organization" and "human due diligence." Connor defines "nimbleness" as the ability to succeed consistently in unpredictable environments, and warns that it requires not just flexibility but "speed, grace, dexterity, and resourcefulness". "Human due diligence" addresses the human element of change and refers to the "extensive and comprehensive investigation" required to lay the groundwork for change.

### Coaching Suggestions

- Recognize and reward team members who lead or actively contribute to change efforts in your group (e.g., increased efficiencies, new programs and new communication methods). Be specific about the contributions you are citing and articulate what they did in a way that others can emulate. If appropriate, ask them to give a brief report out to the rest of the group about how they got the idea to do what they did.
- Assign people to "pressure cooker" environments temporarily in order to stretch their experience and ability to handle situations quickly and flexibly. Debrief their experience afterward to identify what was most challenging or difficult for them and how they could handle those aspects more effectively.
- By your words and actions, offer a flexible model that is accessible to people. Show people through example how things can be done effectively in more than one way. By showing others how a little bending can help move things forward, and by exposing others to people who are able to be flexible in seemingly black and white situations, you are modeling a "can-do" attitude toward doing things differently than you thought possible.
- When change is required to meet a customer need, let those who must work on the change decide what to do and how. Encourage them to think through different ways to staff, schedule or accomplish what the customer wants. Be sure that their choice is customer focused and time sensitive. Be flexible in accepting atypical plans that are well thought out and doable.



# Human Resources Management

## Definition:

Assesses current and future staffing needs based on organizational goals and budget realities. Using merit principles, ensures staff is appropriately selected, developed, utilized, appraised and rewarded; takes corrective action.

## Core Behaviors as Practiced in TSA

- a) Coaches and counsels managers and supervisors on how to lead their people effectively and how to deal constructively with personnel issues
- b) Publicly recognizes and rewards individual or team behavior that exemplifies effective execution of TSA mission
- c) Ensures accurate estimates of full-time and part-time employees needed to provide adequate coverage of baggage and passenger screening requirements during peak and non-peak periods
- d) Ensures that employee issues and complaints are constructively resolved at lowest possible level
- e) Within the parameters of TSA policy and procedures, establishes systems, procedures and forums to ensure that employee issues, concerns and ideas are elicited, heard and addressed/resolved
- f) Within the parameters of TSA policy and procedures, establishes thorough systems and processes for executing and documenting important Human Resources responsibilities
- g) Applying merit principles, establishes plans and processes for developing employees for higher level positions within TSA, including developing potential successors for key positions
- h) Holds each level of management/supervision accountable for developing staff for key positions
- i) Develops creative solutions to ensure that TSA employees meet or exceed mandated training in screening procedures and other required areas
- j) Takes responsibility for all personnel actions initiated/signed off on at airports under their charge

## Online Learning Center Courses

- Human Resource Law: Management's Role  
(TSA-HR-LAWMGMTROLE-0001)

## Other Development Activities

- Ask the Human Resources unit to provide you with guidance on how to deal with conduct and discipline issues. Create a list of "dos and don'ts".

# Human Resources Management (cont'd)

## Other Development Activities (cont'd)

- Identify and assess the internal and external factors that will influence the need for and availability of competent employees in the near future and long term, and then share them with your supervisor. Consider factors such as: expansion or down-sizing plans, expected turnover, expected changes in technology, economic forecasts.
- Read the TSA's HRM management directives on a regular basis. These documents outline any updates or changes in TSA's personnel policies.

## Websites

### Building and Maintaining a Diverse High-Quality Workforce

This online guide is designed to help Federal agencies develop an effective program to build and maintain a diverse, high-quality workforce. Building includes activities to attract, recruit, and hire employees. Maintaining includes activities to develop, manage, reward, and retain employees.

<http://www.opm.gov/Diversity/guide.htm>

### OPM's Performance Management Technical Assistance Center

This site provides an overview of performance management in the federal workplace. In addition, topics such as planning, monitoring, and rewarding are covered in-depth.

<http://www.opm.gov/perform/index.asp>

## Coaching Suggestions

- Familiarize staff members with what happens during a formal disciplinary discussion. Explain what documents must be completed and provide suggestions on how to prepare for, conduct and document such a discussion. Be available to role play different scenarios with staff members to give them practice.
- Assign staff the responsibility for handling challenging HR situations they have not handled before, such as implementing an HR policy or procedure change.
- Assign staff the challenge to work with HR to develop more efficient and effective ways of handling the types of HR or personnel issues that are most problematic or time-consuming for your organization.

# Influencing/Negotiating

## Definition:

Persuades others; builds consensus through give and take; gains cooperation from others to obtain information and accomplish goals; facilitates "win-win" situations.

## Core Behaviors as Practiced in TSA

- a) Builds ownership for new initiatives or changes by involving those responsible for implementation in planning the details
- b) Is honest and direct with stakeholders about their own/TSA's ability and constraints to fix specific issues or problems in order to gain their cooperation and help to develop workable solutions
- c) Uses compelling information/statistics to build an effective business case that others find persuasive
- d) Personally proposes and negotiates alternative approaches to implementation of proposed TSA security directives when standard approaches may not work in local airport facilities/circumstances
- e) Collaborates with stakeholders to come up with workable alternatives when they resist TSA solutions to new screening processes and other security procedures

## Online Learning Center Courses

- Effective Presentations: Essentials of Persuasion  
(TSA-COMM-PERSUASION-0001)
- Negotiating: Preparing for a Negotiation  
(TSA-COMM-PREPNEG-0001)
- Negotiating: The Negotiation Process  
(TSA-COMM-NEGPROC-0001)
- Negotiation: Advanced Negotiating Tactics  
(TSA-COMM-ADVNEG-0001)

## Other Development Activities

- Investigate your own biases, prejudices and blind spots about particular people or functions within your organization, to remove impediments to influencing and negotiating successfully.
- Build relationships with people in key functions at TSA Headquarters in order to understand their perspective on issues and problems that you are dealing with at your airport.
- Mediate a "tough" conversation between two work units.
- Network with other people within your region and with other agencies outside your organization.

## Influencing/Negotiating (cont'd)

### Other Development Activities (cont'd)

- Observe how others successfully negotiate during customer/stakeholder interactions, and apply learning to situations you are facing. If this is not normally done in your work day, ask to shadow someone who does negotiate with customers/stakeholders.
- Participate in cross-discipline task teams in which influencing and negotiation skills are needed to be a successful contributor.
- When dealing with an important or challenging influence situation, identify all the key stakeholders and analyze the situation from each of their perspectives to identify their goals, preferences, issues and concerns. Then identify potential solutions that might be mutually beneficial.

### Books

#### **How to Sell Yourself : Winning Techniques for Selling Yourself, Your Ideas...Your Message**

Arch Lustberg, Career Press, February, 2002. ISBN: 1564145859

This book explains the skills you need to develop to get your message across in any speaking situation. According to the author, the secret of winning communication is "likeability"--some people call it warmth, others call it charm or charisma. He argues that likeability can be learned, and that if you know how to use it to communicate effectively, it will improve your chances for success in every aspect of your life.

#### **Getting to Yes: Negotiating Agreement Without Giving In**

Roger Fisher and William Ury, Penguin USA, December, 1991. ISBN: 0140157352

This book provides practical guidelines for executives offering a concise strategy for coming to mutually acceptable agreements in every sort of conflict.

#### **The Influence Edge: How to Persuade Others to Help You Achieve Your Goals**

Alan A. Vengel, Berrett-Koehler Publishers, January, 2001. ISBN: 158376156X

This book details specific tactics and techniques for using influence rather than coercion to accomplish your goals, as well as offers tips for successful influence in real business situations, showing how to influence without authority, sell your ideas, and build better relationships.



## Influencing/Negotiating (cont'd)

### Books (cont'd)

#### **Three Steps to Yes: The Gentle Art of Getting Your Way**

Gene Bedell, Three Rivers Press, February, 2002. ISBN: 0609807196

Getting your message across requires selling yourself and your ideas in a way that guarantees a positive response from the most stubborn listener. Three Steps to Yes shows you how to move anyone from no to yes in just three simple steps. It enables you to get people to do what you ask them to do and believe what you want them to believe without being a bully, damaging your relationships, or compromising your principles.

#### **The Consensus Building Handbook: A Comprehensive Guide to Reaching Agreement**

Lawrence Susskind, Sarah McKernan, Jennifer Thomas-Larmer, Sage Publications, August, 1999. ISBN: 761908447

This handbook on group decision-making for those wanting to operate in a consensus fashion stresses the advantages of informal, common sense approaches to working together. It describes how any group can put these approaches into practice, and relates numerous examples of situations in which such approaches have been applied.

### Websites

#### **6 Tips for Getting Buy-in and Commitment across Cultures**

Kathleen A. Curran, Organization Solutions, 2002.

This article highlights 6 tips for achieving optimal buy-in and commitment from employees across all cultures.

[http://www.organisationsolutions.com/kathleen\\_sixtips.htm](http://www.organisationsolutions.com/kathleen_sixtips.htm)

### Coaching Suggestions

- Ask the staff member to explain who the key decision-makers are in a situation and how he/she plans on dealing with them. If he/she does not know, send him/her to find out. Suggest he/she talk with someone who knows the situation or people and get their ideas or critique of his/her plan.
- Ask the staff member to plan how to achieve win-win solutions in an upcoming situation involving parties/stakeholders with different agendas or objectives. Have them focus on identifying and discussing each others' interests before presenting positions. Have them prepare for the situation by trying to articulate the other parties' interests beforehand, as well as some possible solutions that might give both parties what they need/want.
- Introduce direct reports to influential or well-connected individuals elsewhere in the organization. Be clear that you think they should build a network of these and other contacts who can help influence decisions or other individuals.

## Influencing/Negotiating (cont'd)

### Coaching Suggestions (cont'd)

- Involve staff in meetings with stakeholders that they have not met.
- Assign staff the responsibility for developing and implementing solutions to operational or organization issues that will require the input and buy-in of multiple internal and external stakeholders.

# Integrity/Honesty

## Definition:

Instills mutual trust and confidence; creates a culture that fosters high standards of ethics; behaves in a fair and ethical manner toward others, and demonstrates a sense of corporate responsibility and commitment to public service.

## Core Behaviors as Practiced in TSA

- a) Holds self and others accountable for meeting high standards of integrity
- b) Delivers on commitments made to others
- c) Leads by example through modeling desired practices and standards in own behavior
- d) Takes direct and appropriate action to deal with people whose behavior is not appropriate
- e) Avoids any action or situation that would give the appearance of unethical or inappropriate behavior
- f) Demonstrates the courage to do the right thing in difficult situations
- g) Admits own mistakes and takes action to address/resolve them

## Online Learning Center Courses

- Becoming an Executive Leader  
(TSA-LEAD-EXLEADER-0001)
- Business Ethics: Ethical Decision Making  
(TSA-GEN-ETHDEC-0001)
- Business Ethics: Organizational Ethics  
(TSA-GEN-ORGETH-0001)

## Other Development Activities

- Become well-versed in the TSA Code of Ethics and apply them to your job.
- For the next week, ensure that whenever you make a commitment, you do whatever it takes to meet it. This includes keeping the people involved updated on your status, especially if the commitment needs to be re-negotiated. At the end of the week, analyze how you did and determine what you need to do in the future to ensure that you can better deliver on the commitments you make (e.g., don't promise what you cannot deliver, mobilize resources/help you will need to meet particularly challenging commitments).
- In the next meeting you have with a trusted colleague, openly acknowledge a limitation you have or a recent mistake you made, and take action to address or resolve the issue.
- Prior to informing others of a difficult or controversial change, write out a list of steps you will take to ensure fairness and compassion.

## Integrity/Honesty (cont'd)

### Other Development Activities (cont'd)

- Quiz yourself at the end of each month on instances where you have failed to follow through on an action. Follow up on these instances and ensure they are avoided in the future.

### Articles

#### **Leading Quietly: An Unorthodox Guide to Doing the Right Thing**

Joseph L. Badaracco, Jr., Harvard Business School Press, January, 2002. HBSP 4878

Quiet leaders don't fit the stereotype of the bold and gutsy leader, and they don't want to. What they want is to do the "right thing"--for their organizations, their coworkers, and themselves--but inconspicuously and without casualties. Drawing from extensive research, the author presents eight practical yet counterintuitive guidelines for situations in which right and wrong seem like moving targets.

### Books

#### **There's No Such Thing As "Business" Ethics: There's Only One Rule For Making Decisions**

John C. Maxwell, Warner Books, August, 2003. ISBN: 0446532290

Maxwell shows how people can live with integrity by using the Golden Rule as their standard--regardless of religion, culture, or circumstances. Along the way, he delves into the desires of the human heart, reveals the five most common pitfalls that throw people off the ethical track, and teaches how to develop the Midas touch when it comes to personal integrity.

### Websites

#### **Brave Hearts**

Christopher Hoenig, CIO, November, 2000.

The author presents ideas for demonstrating integrity and building courage while contending that courage and integrity are at the core of successful leadership.

[http://www.cio.com/archive/110100\\_lead.html](http://www.cio.com/archive/110100_lead.html)

## Integrity/Honesty (cont'd)

### Websites (cont'd)

#### **Ethics: Don't Leave Home Without Them**

Rob Norton, Corporate Board Member, Jan/Feb, 2003.

A candid interview with James A. Mitchell, former executive vice president at American Express and current Executive Business Fellow for Leadership at the Center for Ethical Business Cultures. He believes that ethical and profitable cultures are far from mutually exclusive.

[http://www.boardmember.com/issues/archive.pl?article\\_id=11325](http://www.boardmember.com/issues/archive.pl?article_id=11325)

#### **On-the-Job Trust is Built on Faith**

Kara Kitts, Employment Review Online, November, 2000.

Establishing faith in someone or something can be hard for people, especially in the workplace. But without it, a company and its workers are more than likely going to struggle. This article discusses the obstacles to trust, as well as strategies to build and retain trust.

<http://www.employmentreview.com/2000-11/features/CNfeat11.asp>

#### **TSA Guide to Major Ethics Rules**

This is a brief guide to the rules of ethical conduct. The guide highlights the key rules contained in the Standards of Ethical Conduct for Employees in the Executive Branch and other laws. This guide is not comprehensive and the rules can sometimes be difficult to apply to particular situations. You are strongly encouraged to consult with TSA ethics officials for advice in any of the areas addressed below. Contact TSA ethics counsel (contact information on last page) with any questions regarding ethics rules. Check the TSA website for an updated list of TSA ethics counsel contacts.

[http://tsaweb/tsa.dot.gov/introweb/assetlibrary/TSA\\_Ethics\\_Guide\\_March\\_03.doc](http://tsaweb/tsa.dot.gov/introweb/assetlibrary/TSA_Ethics_Guide_March_03.doc)

### Coaching Suggestions

- Assign a staff member a one-week task of analyzing the impact of their actions and behavior on others' perception of their integrity. Agree to meet with them to review key actions, decisions and responses to situations during that week and ask questions to help them assess how others perceived them. Provide your own observations and feedback to enhance their awareness in areas where they have blind spots. Have personal, one-on-one discussions with them when they do something that may damage their credibility. Discuss what they can do to correct mistakes or overcome/change negative perceptions.
- Encourage staff members to analyze role models by thinking about people they know whom they find trustworthy. Ask them to write a paragraph on what these role models do or say that demonstrates credibility and authentic concern for others. By contrast, has someone lost their trust? Why?

## **Integrity/Honesty (cont'd)**

### **Coaching Suggestions (cont'd)**

- Conduct explicit discussions with staff members on how to make the organization's values visible in the way they run their work group and/or do their job. Ask them to identify specific practices, actions and behaviors that they will demonstrate on the job to model, implement or to reinforce the values. Together, identify opportunities to demonstrate them in the workgroup. Check periodically to see if he/she has followed through.

# Interpersonal Skills

## Definition:

Considers and responds appropriately to the needs, feelings, and capabilities of different people in different situations; is tactful, compassionate and sensitive, and treats others with respect.

## Core Behaviors as Practiced in TSA

- a) Demonstrates compassion by listening to employees and showing that he/she personally cares about them and their issues, concerns and circumstances (i.e., is a “covenant leader”)
- b) Expresses interest in and an ability to relate effectively to a wide variety of TSA employees and stakeholders
- c) Listens attentively to and values employee ideas, suggestions, issues and concerns
- d) Spends time with employees (e.g., managing by walking around, working at checkpoints, talking in break rooms) to get to know them and build rapport

## Online Learning Center Courses

- Advanced Interpersonal Communication: Communicating to Build a Positive Culture (TSA-COMM-POSCULTURE-0001)
- Advanced Interpersonal Communication: Communicating with Co-Workers (TSA-COMM-COMMCOWORK-0001)
- Interpersonal Communication: Listening Skills (TSA-COMM-LISTEN-0001)
- Listening Skills: The Fundamentals of Listening (TSA-COMM-LISTENFUND-0001)

## Other Development Activities

- Make it a point to spend a lunch or break period with people you don’t regularly spend informal time with on the job. If you’re uncomfortable talking on a personal level with them, focus on learning more about what they do within TSA, what they enjoy about their job and what they see as their areas of expertise.
- Build time into your daily or weekly schedule to walk around the baggage and passenger checkpoints to informally talk with screening employees, get to know who they are and understand their key issues and concerns.
- Identify someone who is effective in relating well with people from diverse backgrounds and cultures. Observe the person. Listen closely to what he/she says, watch the person’s actions and behaviors, and observe others’ reactions to the individual. If you have the opportunity, also talk with the person to try and understand why he/she chose to approach interactions with different people in certain ways.

## Interpersonal Skills (cont'd)

### Other Development Activities (cont'd)

- Practice asking questions when meeting with employees and stakeholders. Ask questions about their experiences and interests, as well as questions about their work, their ideas about how things could be done better, their interests and concerns. Acknowledge what you hear and identify issues that are important to address to maintain morale and productivity.
- After a team meeting, ask a colleague for feedback on how your comments and behavior affected other people. Ask for specific feedback and suggestions for ways in which you could accomplish task goals while building relationships. Ask your manager and others at the meeting for similar feedback.
- Avoid interrupting others. Work on improving your listening skills. One way to do this is to cut down the number of times you interrupt someone who is mid-sentence or mid-thought. This is something to pay attention to, whether in formal hallway or telephone conversations or meetings. Ask others to support your improvement efforts by pointing out whenever you interrupt them or cut them off. If your concern is that you will lose your thought or comment, jot it down, and share it when the other person has completed his/her thought/comment. Ask others to show you the same consideration.

### Articles

#### The Truth Behind the Smile and Other Myths

Nick Morgan, Harvard Management Communication Letter, August 1, 2002. HMCL 0208A

To navigate interpersonal relations successfully, particularly at work, it helps to get a good read on body language. Unfortunately, our understanding of the gestures, postures, and facial expressions that make up most nonverbal communication is incomplete and often faulty. This article examines some common beliefs about body language and the reality behind them.

#### What Makes a Leader?

Daniel Goleman, Harvard Business Review Article, January 1, 2004. HBR 0401H

When asked to define the ideal leader, many would emphasize traits such as intelligence, toughness, determination, and vision--the qualities traditionally associated with leadership. Often left off the list are softer, more personal qualities--but they are also essential. The author calls these qualities "emotional intelligence". The chief components of emotional intelligence--self-awareness, self-regulation, motivation, empathy, and social skills--can sound unbusinesslike, but the author found direct ties between emotional intelligence and measurable business results.



## Interpersonal Skills (cont'd)

### Books

#### **Peoplesmart: Developing Your Interpersonal Intelligence**

Melvin L. Silberman, Berrett-Koehler Publishing, June, 2000. ISBN: 1576750914

The authors show how to develop the eight key skills and abilities of interpersonal intelligence: understanding people, explaining oneself clearly and honestly, asserting needs, seeking and giving feedback, influencing others, resolving conflict, being a team player, and shifting gears when relationships are stuck. They present a realistic and doable five-step plan for self-improvement.

#### **Interpersonal Skills in Organizations**

Suzanne C. De Janasz, Karen O. Dowd, and Beth Z. Schneider, McGraw-Hill/Irwin, July, 2001. ISBN: 0072441224

This workbook-style text focuses on key skill sets necessary for personal and managerial success in organizations today. These skill sets are: intrapersonal skills, interpersonal skills, and team skills. The interpersonal skills section focuses on conveying verbal messages, listening, and non-verbal communication. The author talks about overcoming barriers in communication.

#### **Leadership Through People Skills**

Robert E. Lefton and Victor Buzzotta, McGraw-Hill Trade, August, 2003. ISBN: 0071420355

The most successful leaders are experts at sizing people up, establishing two-way communications, creating environments that motivate greater productivity, and adapting their own behavior to different people and circumstances. The good news is that these "people skills" can be learned, practiced, and perfected. You'll assess the level of your existing people skills and improve them, and develop different leadership styles that you can use with direct reports, peers, and bosses.

#### **The Servant Leader: How to Build a Creative Team, Develop Great Morale, and Improve Bottom-Line Performance**

James A. Autry, Prima Publishing, September, 2001. ISBN: 0761535357

This book shows you how to remain true to the servant leadership model when handling day-to-day and long-term management situations. You'll learn how to manage with respect and honesty and how to empower employees to achieve new levels of satisfaction. Servant leadership will produce fulfilling emotional, psychological, and spiritual rewards for everyone involved. It will enhance productivity, encourage creativity, and benefit the bottom line.

## Interpersonal Skills (cont'd)

### Coaching Suggestions

- Challenge managerial and supervisory staff to get to know the experience and background of all their employees, including their skills and expertise beyond their TSA job, and any issues or concerns employees have that impact the health or productiveness of the work environment.
- Have your managerial and supervisory staff brief you about their employees' background and interests. This will help you get to know TSA employees better and it will ensure that you know what your managers and supervisors are getting to know. Together you can identify and discuss employee issues that need to be addressed.
- Observe your managers' and supervisors' interactions with their employees to assess their interpersonal skills. Provide diplomatic feedback and coaching suggestions as needed to help them enhance their interpersonal skills and their employees.